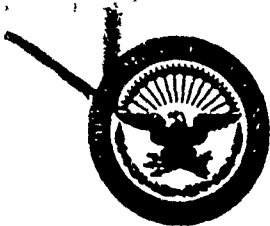


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AUTHORITY
Per OAG d/a ltr 29 Apr 1980

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DEPARTMENT OF THE ARMY
OFFICE OF THE ADJUTANT GENERAL
WASHINGTON, D.C. 20310

62
CB

IN REPLY REFER TO

AD 892424

DAAG-PAP-A (M) (3 Mar 72) DAFD-OTT

15 March 1972

SUBJECT: Operational Reports - Lessons Learned, 2d Engr Group, 76th Engr Bn, 11th Engr Bn, 79th Engr Bn for Period Ending 31 Oct 71 (U)

SEE DISTRIBUTION

1. Section 2 of reports, subject as above, are forwarded for review and evaluation in accordance with para 4b, AR 525-15.
2. The information contained in these reports is provided to insure that lessons learned during current operations are used to the benefit of future operations and may be adapted for use in developing training material.
3. Information of actions initiated as a result of your evaluation should be forwarded to the Assistant Chief of Staff for Force Development, ATTN: DAFD-OTT, within 90 days of receipt of this letter.
4. As Section 1 of subject reports are not pertinent to the Lessons Learned program, they have been omitted.

BY ORDER OF THE SECRETARY OF THE ARMY:

Verne L. Bowers
VERNE L. BOWERS
Major General, USA
The Adjutant General

4 Incl

1. DAFD-712122
2. DAFD-712036
3. DAFD-712082
4. DAFD-712140

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EAEG-CO

SUBJECT: Operational Report - Lessons Learned, Headquarters, 2d Engineer Group. Period Ending 31 October 1971, RCS CSFOR-65 (R3)

20 NOV 1971

2. Section 2, Lessons Learned: Commander's Observations, Evaluations, and Recommendations.

a. Personnel:

(1) Observation: With the new UCMJ option of "Trial before a Military Judge only", most junior officers are not now receiving experience in Court Martial proceedings.

(2) Evaluation: In Korea more than 90% of the military personnel charged with court-martial offenses are electing trial before a Military Judge only. Junior officers are no longer acting as Defense Counsels, Trial Counsels or Assistant Defense and Trial Counsels. These procedures could eventually lead to an officers corps untrained in the military court system.

(3) Recommendation: That additional emphasis be placed on the UCMJ and military courts martial proceedings in the officer basic and advanced courses and also in unit officer training programs.

b. Intelligence: None.

c. Operations:

(1) Observation: When erecting a relocatable building that has previously been erected and then dismantled, material shortages are often encountered.

(2) Evaluation: Certain parts in relocatable building kits are either expendable or are damaged or lost during initial erection and dismantling of the building, example - anchor bolts, templates, impact wrenches, sealing compound. The shortage of these materials, if not discovered or anticipated early enough, can delay or hinder construction.

(3) Recommendation: Troop units and/or Area Facilities Engineers tasked with the re-erection of relocatable buildings should inventory parts well in advance of construction and requisition those parts and expendables needed.

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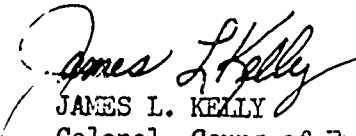
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EAEG-CO

20 NOV 1971

SUBJECT: Operational Report - Lessons Learned, Headquarters, 2d Engineer Group, Period Ending 31 October 1971, RCS CSFOR-65 (R3)

- (f) Training: None.
- (g) Communications: None.
- (h) Other: None.
- d. Organization: None.
- e. Logistics: None.


JAMES L. KELLY
Colonel, Corps of Engineers
Commanding

CF:
2 - CINCUSARPAC, ATTN: GPOP-DT
1 - EAEN
1 - CO, 44th Engr Bn (less incl)
1 - CO, 802d Engr Bn (less incl)

2
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5
EACS-MH (20 Nov 71) 1st Ind

SUBJECT: Operational Report-Lessons Learned, Headquarters, 2d Engineer Group, Period Ending 31 October 1971, RCS CSFOR-65 (R3)

Headquarters, Eighth United States Army, APO 96301 12 JAN 1972

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-FD, APO 96558

1. (U) This headquarters has reviewed subject report. The following comments supplement the report.
2. (U) Reference item concerning UCMJ training for officers, page 17, para 2a. Concur. It is further recommended that all company grade officers be urged to attend courts-martial of members of their units.
3. (U) Reference item concerning relocatable buildings, page 17, para 2c. Concur. The following actions have been taken:
 - a. Subordinate commands have been advised to caution personnel involved in disassembly, storage, transportation, and construction of relocatable buildings to take greater care that component parts do not become lost or damaged.
 - b. Subordinate commands have been requested to identify material shortages when buildings are dismantled and to take necessary supply action to insure building is complete prior to re-erection.

FOR THE COMMANDER:

Daniel M. Cahill
DANIEL M. CAHILL
2LT, AGC
Asst AG

Copies furnished:

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1-CO, 2d Engr Gp, APO 96483 (Ind only)

6
GPOP-FD (20 Nov 71) 2d Ind (U)
SUBJECT: Operational Report-Lessons Learned, HQ 2d
Engineer Group, Period Ending 31 October 1971,
RCS CSFOR-65 (R3) (U)

HQ, US Army, Pacific, APO San Francisco 96558 14 FEB 1972

TO: HQDA (DAFD-ZA) WASH DC 20310

This headquarters concurs in subject report as indorsed.

FOR THE COMMANDER IN CHIEF:

M. L. Mah

M. L. MAH
1LT, AGC
Asst AG

4

ENG-31

19 November 1971

SUBJECT: Operational Report - Lessons Learned 76th Engineer Battalion (Const)
Period Ending 30 October 1971 RCS CSFOR-65 (R3)

(a) Observation and Evaluation: The primary training exercises that the 76th Engineer Battalion (Const) engaged in were the annual ORT/FTX and Riot Control Training and Duty. Again the FTX presented the opportunity for the engineers to get practical work in field sanitation, camouflage, convoy procedures, radio-telephone procedures and first aid. The FTX lasted for five (5) days (18 through 22 October 1971) rather than the normal three (3) day period. Over the summer valuable experience was gained by personnel who were TDY to IGMR and Camp Drum. These EM and Officers had an opportunity to work full time in their respective MOS's without the interruption for numerous in-ane post details. This in itself had an extremely noticeable affect on both proficiency and morale. A and B Companies were called upon for Riot Duty in Washington D. C. in May and October of 1971. Both units functioned quickly and successfully performed their missions. Sufficient funds are not available for training in large scale construction activities. This can be partially offset by field exercise and by placing artificial restraints concerning time, materials and construction techniques, on existing projects. The major problem is that the larger projects are invariably horizontal construction (ie earthmoving). This leaves approximately 35% of the Battalion (ie the vertical construction capability) essentially untapped.

(b) Recommendations: That the 76th Engineer Battalion (Const) become more involved in strictly engineer type missions in order to maintain the proper level on proficiency training required by engineer units.

(c) Command Action: None.

(2) Special Training:

(a) Observations and Evaluations: Company D received the mission of providing engineering support for TRANSCO '72 located at Dulles International Airport, Virginia. Not having qualified Bailey Bridge personnel, MOS 12B, the unit prepared an extensive training program in order to prepare for their mission. This encompassed sending personnel to Fort Belvoir for instruction in Bailey Bridge Construction and classes conducted by Fort Belvoir personnel here at Fort Meade. The Battalion obtained a forty (40) foot Bailey Bridge in order to give personnel practical experience in erection. Considerable problems have arisen in the areas of Mess and Billeting facilities at Dulles. The problems had to be resolved by busing the personnel from Fort Meade to Dulles on a daily basis. Meals are also prepared then bused to Dulles from Fort Meade. A great deal of potential manhours is consumed by this solution, however it is the only alternative due to insufficient project funding.

(b) Recommendations: None.

(c) Command Action: None.

f. Logistics: None.

g. Communications: None.

9
ENG-3T

19 November 1971


SUBJECT: Operational Report - Lessons Learned 76th Engineer Battalion (Const)
Period Ending 30 October 1971 RCS CSFOR-65 (R3)

h. Materials: Due to inadequate funds many projects must be accomplished using salvaged materials. In the process of reclamation the value of the materials is frequently exceeded by the troop labor cost of reclamation. This, in itself, poses no great problem providing troop labor can be made available without adversely affecting other training missions. This source of supply will not provide the blast rock and asphalt needed to adequately train the asphalt and quarry sections of A Company 76th Engineer Battalion (Const) and the 13th Engineer Company (CS). These requirements are partially met by the summer training provided at Camp Drum, but then only on some other organizations equipment.

(b) Recommendations: The annual training budget should include construction materials which are not reserved for some posh project but that are intended solely for the training of specialty sections of the 76th Engineer Battalion (Const). These materials should include blast rock, asphalt, portland cement and lumber.

i. Other: None.

FOR THE COMMANDER:



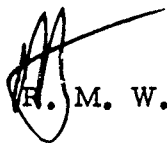
BOYD D. ASHCRAFT
CPT, CE
Adjutant

3

//
AHBMC-O (19 Nov 71) 1st Ind
SUBJECT: Operational Report - Lessons Learned 76th Engineer Battalion
(Const) Period Ending 30 October 1971 RCS CSFOR-65 (R3)

DA, HQ, Fort George G. Meade, Ft. Geo G. Meade, Maryland 20755 24 NOV 1971

TO: Commanding General, First United States Army, ATTN: AHABC-OO


R. M. W.

4

12

ANABC-00 (19 Nov 71) 2nd Ind
SUBJECT: Operational Report - Lessons Learned 76th Engineer Battalion (Const),
Period Ending 30 October 1971, RCS CSFOR-65 (R3)


HQ FIRST US ARMY, Fort Meade, Md 20755

13 DEC 1971

TO: Commanding General, US Continental Army Command, Fort Monroe, Virginia
23351

This Headquarters concurs with the report.

FOR THE COMMANDER:


ELLIOT STERLING, JR.
CPT. AGC
Asst AG

13
ATOPS-TNG-UT (19 Nov 71) 3d Ind
SUBJECT: Operational Report - Lessons Learned 76th Engineer Battalion
(Const) Period Ending 30 October 1971, RCS CSFOR-65 (R3)

HQ CONARC, Ft Monroe, VA 23351 10 FEB 1972

TO: HQDA (DAFD-ZA) WASH DC 20310

Attached report has been reviewed and is approved as written subject to the following comments:

a. Reference paragraph 2a basic report - The needs of this unit are considered in accordance with current priorities when this headquarters distributes personnel available to it.

b. Reference paragraph 2e(1)(a) basic report - Engineer units represent a significant potential for assisting installations with major construction and critically needed maintenance and repair. Not only do the Engineer units benefit the installation, but the units involved are provided more effective training. Engineer units will be used on installation support, consistent with their mission and requirements for military training.

FOR THE COMMANDER:

Wm. Fritz
W. M. FRITZ
1LT, AGC
Asst AG

CF:
CG, First US Army

15
AHBBEF-C

30 November 1971

SUBJECT: Operation Report - Lessons Learned, 11th Engineer Battalion
(Combat), Period Ending 31 October 1971, RGS CSFOR-65 (R3)

2. Lessons Learned: Commander's Observations, Evaluations, and Recommendations.

- a. Personnel. None.
- b. Intelligence. None
- c. Operations. Modification of M821 5 ton Bridge Trucks:

(1) OBSERVATIONS: Figure 7-24 of TM 5-210, dtd Aug 70, shows a float on top of the M139 5 ton bridge truck which has the exhaust underneath, therefore presenting no problem. The M821, however, has the exhaust pipe beside and above the cab thus touching the pre-assembled float when it is carried on top of the vehicle. If the float has to be carried for any distance or if the vehicle is left idling for any length of time, the heat of the exhaust pipe would melt and/or ignite the float.

(2) RECOMMENDATION: It has been determined that when transporting a pre-assembled float on top of the M821 5 ton bridge truck a heat guard is needed on the exhaust pipe to prevent it from burning the float.

DAFD-OTT
712082
Incl 3

AHBREF-C

30 November 1971

SUBJECT: Operation Report - Lessons Learned, 11th Engineer Battalion
(Combat), Period Ending 31 October 1971, RCS CSFOR-65 (R3)

- d. Organization. None.
- e. Training. None.
- f. Logistics. None.
- g. Communications. None.
- h. Material. None.
- i. Other. None.

N H Bevell
NORMAN H. BEDELL
LTC, CE
Commanding

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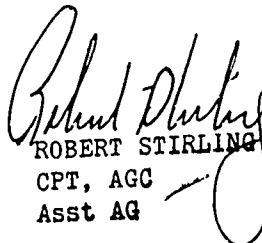
AHBBPS-A (30 Nov 71) 1st Ind
SUBJECT: Operation Report - Lessons Learned, 11th Engineer Battalion
(Combat), Period Ending 31 October 1971, RCS CSFOR-65 (R3)

Headquarters, US Army Engineer Center and Fort Belvoir, Fort Belvoir,
Virginia 22060 9 DEC 1971

TO: Commanding General, First United States Army, ATTN: AHABC-00,
Fort George G. Meade, Maryland 20755

In compliance with Army Regulation 525-15 dated 20 November 1970, the
Operational Report - Lessons Learned for the 11th Engineer Battalion
(Combat) is forwarded.

FOR THE COMMANDER:


ROBERT STIRLING
CPT, AGC
Asst AG

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ANABC-00 (30 Nov 71) 2nd Ind
SUBJECT: Operation Report - Lessons Learned, 11th Engineer Battalion (Combat), Period Ending 31 October 1971, RCS CSFOR-65 (R3)

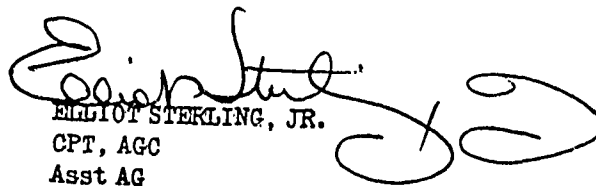
HQ FIRST US ARMY, Fort Meade, Md 20755

13 DEC 1971

TO: Commanding General, US Continental Army Command, Fort Monroe, Virginia
23351

This Headquarters concurs with the report.

FOR THE COMMANDER:


ELLIOTT STERLING, JR.
CPT, AGC
Asst AG

19
ATOPS-TNG-UT (30 Nov 71) 3d Ind
SUBJECT: Operation Report - Lessons Learned, 11th Engineer Battalion
(Combat), Period Ending 31 October 1971, RCS CSFOR-65 (R3)

HQ CONARC, Fort Monroe, VA 23351 11 FEB 1972

TO: HQDA (DAFD-ZA) WASH DC 20310

The basic report has been reviewed and is approved as indorsed.

FOR THE COMMANDER:

CF:
CG First USA

Ray D Adlesperger
RAY D. ADLESPERGER
MAJ, AGC
Asst AG

5

21

AEUEC-XUO

12 November 1971

SUBJECT: Operational Report of the 79th Engineer Battalion (Construction)
for the Period Ending 31 October 1971 RCS CSFOR-65 (R-2) UIC
WBADAA

2. SECTION 2. LESSONS LEARNED: OBSERVATIONS, EVALUATIONS AND
RECOMMENDATIONS

a. Personnel:

(1) Company Clerk-Typist:

(a) Observation: There is a requirement for additional, qualified personnel in company orderly rooms to manage the administrative burden they encounter.

(b) Evaluation: Company orderly rooms are presently authorized one man trained in personnel administration, whose MOS is 71H20. The amount of typing, filing, counseling, and normal routine chores exceeds the capabilities of one man.

(c) Recommendation: That current TOE's for Engineer Construction Battalions be modified to authorize a position in companies for a Clerk-Typist (71B20).

(2) Battalion Personnel Section Organization:

(a) Observation: There are not enough personnel allocated for the Battalion Personnel Section to accomplish its assigned mission.

(b) Evaluation: Daily operations of an Engineer Battalion Personnel Section in Europe requires that five (5) port calls be initiated and thirty (30) orders be cut per day in addition to preparing the advance overseas rosters, financial reports, requests for orders, TDY filing, financial complaints, leave computation and checks, suspense filing and awards. No personnel are authorized under the present TOE for this work. In addition, this battalion is authorized two (2) records clerks to maintain 600 - 201 files, maintain senior enlisted and officer rosters, in- and out- process individuals, update DPU's and counsel individuals concerning personnel matters. It is physically impossible to fulfill this mission with authorized personnel.

(c) Recommendation: That the TOE for an Engineer Battalion be modified to authorize a three man orders/finance section and an additional records clerk for the Battalion Personnel section.

DAFD-OTT
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Incl 4

AEUEC-XUO

12 November 1971

SUBJECT: Operational Report of the 79th Engineer Battalion (Construction)
for the Period Ending 31 October 1971 RCS CSFOR-65 (R-2) UIC
WBADAA

(3) Company Supply Driver, Headquarters Company Supply Clerk

(a) Observation: That no driver is presently authorized for Company Supply sections and Headquarters Company is not authorized a supply clerk.

(b) Evaluation: Daily operations of a unit supply room require that a truck be on the road an average of four days a week. This requires one man full time for operation and maintenance of the vehicle. At present, the man utilized for this must be taken from another platoon in the unit, thereby creating a hardship on that platoon. A clerk is required on a full time basis in Headquarters Company Supply to give the unit an efficient, continuous supply operation.

(c) Recommendation: That a change be made to the present TOE/MTOE authorizing one vehicle driver for each company and one supply clerk for Headquarters Company.

(4) Use of TDY Augmentees for Construction Projects

(a) Observation: This battalion has had 26 skilled electricians and welders attached to it from CONUS during the reporting period. These personnel should be assigned permanently rather than left in a TDY status.

(b) The electricians and welders were attached to this unit for use on selective rehabilitation projects. Although they filled a void caused by the lack of skilled personnel in this unit in those MOS's, and were instrumental in the Battalion accomplishing some construction which might not have been done otherwise, there were problems with these personnel related to the status of their attachment. Although custody of the MPRJ allows for reduction under Article 15, UCMJ, personnel who performed well could not be promoted above the pay grade of E-3 by this unit. This had an adverse affect on the morale of the individuals concerned. In addition, the supporting Finance and Accounting Office for this unit had difficulty in providing good finance support due to the TDY status of the individuals. These personnel are due to leave this command in early December which means that, although they were of great assistance during the time they were attached, this unit will no longer have these necessary skills when they depart.

(c) Recommendations: That personnel of this caliber, in all construction skills organic to this unit, be assigned on a permanent basis.

b. Intelligence: None

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AEUEC-XUO

12 November 1971

SUBJECT: Operational Report of the 79th Engineer Battalion (Construction)
for the Period Ending 31 October 1971 RCS CSFOR-65 (R-2) UIC
WBADAA

c. Operations:

(1) Unit Move

(a) Observation: The time allocated for this unit to re-station was not adequate.

(b) Evaluation: This unit was directed to restation from Wiley Barracks, Neu Ulm, Germany to Gerszewski Barracks, Karlsruhe, Germany, a distance of 100 miles. The definite commitment to move was not known until late April, 1971. The battalion was directed to accomplish the move during the first quarter of Fiscal Year 1972. Due to the fact that elements of the First Infantry Division were required to move into Wiley Barracks prior to 31 July, it necessitated the Battalion being moved by then also. Facilities in Karlsruhe were designated for the battalion in early June. These conditions dictated that only small elements of the Battalion could be in Karlsruhe prior to 30 June thereby giving the Battalion only the month of July in which to move. The Battalion was required to move its station property and individual baggage of single troops as well as TOE equipment utilizing organic vehicles. This, of course, required a large amount of shuttling. In addition, married personnel were moving their household goods and families during the same period which put a strain on the supervisory capabilities of individual units. Facilities in Karlsruhe were not adequate to meet the needs of the Battalion, thus requiring a considerable amount of rehabilitative construction, to include the complete interior rehabilitation of one building in order to construct administrative areas for the battalion headquarters. The amount of time allocated for the move did not allow enough lead time for material procurement and necessary construction. As a result, many personnel and activities were placed in temporary facilities which adversely affected the operation of the battalion.

(c) Recommendation: That units which are required to move be given a longer lead time prior to their move in order to accomplish all required planning and coordination in an effective and efficient manner.

d. Organization: None

e. Training: None

f. Logistics:

(1) Quality of Construction Materials:

(a) Observation: The construction materials used by this unit on construction projects are often of a poor quality.

3

AEUEC-XUO

12 November 1971

SUBJECT: Operational Report of the 79th Engineer Battalion (Construction)
for the Period Ending 31 October 1971 RCS CSFOR-65 (R-2) UIC
WBADAA

(b) Evaluation: Construction materials procured for projects in the Federal Republic of Germany are often of a poor quality due to procurement practices. Inquiries concerning this problem revealed that unless the specific name and model number of an item is requested, the cheapest kind of that item is ordered. Although this technique is used to save money, it is felt that in many cases it is a false savings due to increased maintenance costs.

(c) Recommendation: That a record be kept of substandard materials by using units and a list of these materials be supplied to organizations involved in the compilation of Bills of Material so that BOM items may be ordered by make and model number where appropriate.

(2) Metric Pipe Threading Kit

(a) Observation: There is no authorization for a metric pipe threading kit for construction units in the Federal Republic of Germany.

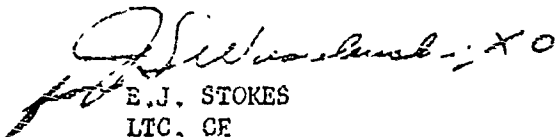
(b) Evaluation: It has been noted on several projects that water pipe issued is from stock and must be cut and threaded. Threaded couplings with German Standard Threads are also issued and these threads are not compatible with the American Standard threads which are produced with the organic platoon pipe threading tools. This requires a large amount of wasted time to locate and borrow the proper dies.

(c) Recommendation: That construction companies in Engineer construction battalions stationed in Germany be issued a metric pipe threading kit.

g. Communications: None

h. Material: None

i. Other: None


E.J. STOKES
LTC, CE
Commanding

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25
ABUEC-TP-00T (30 Nov 71) 1st Ind
SUBJECT: Operational Reports - Lessons Learned
Headquarters, US Army Engineer Command, Europe APO 09757 JAN 6 1972
TO: Commander in Chief, US Army, Europe and Seventh Army, ATTN: AEAEN,
APO 09403

1. Comments concerning the 31 Oct 71 ORLL's of the 24th Engineer Group are herewith submitted.

2. Comments are keyed to battalion report and paragraph designation.

a. (79th Engineer Battalion, para 2.a.(1)): Possible solution is to change the MTOE driver position (MOS 64C20) to clerk/driver and indicate in remarks section that there is a requirement to drive. Another assist can be provided by fully implementing MAPTOE and reducing the number of required reports.

b. (79th Engineer Battalion, para 2.a.(2)): The current MTOE for this unit reflects the ratio as stated in AR 570-2, i.e., that there will be one direct personnel worker per 135 personnel records maintained. A finance section is not required. Unit must resolve problem through utilization of existing slots.

c. (79th Engineer Battalion, para 2.a.(3)): Solution at battalion level is to either reallocate existing spaces within the battalion in order to provide the drivers or crosstrain existing personnel, i.e., supply clerk/vehicle driver.

d. (79th Engineer Battalion, para 2.a.(4)): This headquarters concurs with the 79th Engineer Battalion. While this command is receiving its share of construction MOS personnel, a need still exists for additional high caliber construction personnel.

e. (79th Engineer Battalion, para 2.c.(1)): This situation has been corrected. Current unit move was provided with more planning time prior to move.

f. (79th Engineer Battalion, para 2.f.(1)): Poor quality material is occasionally a problem on projects. A 4S Handbook has been published and is presently used by this headquarters. This handbook should contribute to the use of higher quality materials since it states DINS, quality and type of material by product name, to be used on projects. In addition, it is a policy of all Facilities Engineers to stop buying from those contractors who furnish sub-standard material.

g. (79th Engineer Battalion, para 2.f.(2)): Six metric pipe threading kits are presently being procured by this headquarters for use by the 24th Engineer Group.

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AEUEC-TP-00T (30 Nov 71) 1st Ind
SUBJECT: Operational Reports - Lessons Learned

JAN 6 1972

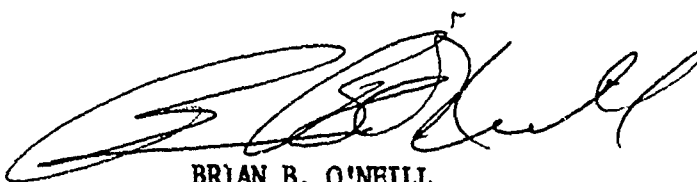
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h. (94th Engineer Battalion, para 2.a.): This problem has been addressed by this headquarters. Coordination was affected by this headquarters with the support unit and the Baden Wuerttemberg Engineer District concerning Facilities Engineer support. Corrective action has been taken. *mt*

i. (94th Engineer Battalion, para 2.b.): Non-concur with recommendation. The act of preparing lesson plans at unit level is in itself training and must be retained. Any "dubious quality" of lesson plans must be eliminated through supervision. *✓*

j. (293d Engineer Battalion, para 2.f.(1), (2), and 2.g.(1)): This headquarters concurs with those recommendations made by the 293d Engineer Battalion.

FOR THE COMMANDER:



BRIAN B. O'NEILL
COL, CE
Director of Troop Operations

AEAGC-TU (30 Nov 71) 2d Ind
SUBJECT: Operational Report - Lessons Learned (ORLL) 24th
Engr Gp, Period End 31 Oct 71 RCS CSFOR-65

Headquarters, United States Army, Europe and Seventh Army, APO
New York 09403

TO: HQDA (DAFD), WASH D C 20310

Forwarded in accordance with AR 535-15.

FOR THE COMMANDER IN CHIEF:

UNCLASSIFIED

Security Classification

DOCUMENT CONTROL DATA - R & D

(Security classification of title, body of abstract and indexing annotation must be entered when the overall report is classified)

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4. DESCRIPTIVE NOTES (Type of report and inclusive dates) Experiences of unit engaged in counterinsurgency operations			
5. AUTHOR(S) (First name, middle initial, last name) CO, 2d Engineer Group CO, 76th Engineer Bn CO, 11th Engineer Bn CO, 79th Engineer Bn			
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